

ROUTING AND RECORD SHEET

(Optional)

A Employee Performance Appraisal Program - An Evaluation

STAT

TO: (Officer designation, room number, and building)		DATE		EXTENSION	NO.
Chief, Policy and Programs Staff/OP 1006 Ames		RECEIVED	FORWARDED		
1. DD/PAGE 1006 Ames		6/4	6/4	PS	<p>Attached is the culmination of a major undertaking to evaluate the Agency's employee performance appraisal program. As you know this effort was carried out over a period of several months. Much of the time, of course, was consumed in data collection. The results of this study are significant and provide information helpful both in remedying some of the basic problems attendant to performance appraisal, and in resolving problems related to employee evaluation in general.</p> <p>In the transmittal to the DDCI ing offering PAR evaluation to We believe this he success of ogram and will y tendency ive toward respondents t the informa- would be used</p>
2.					
3. EA/D/OP 5E58 HQS		4	JUN 1981	KDC	
4.					
5. DD/OP 14 JUN 1981					
6.					
7. D/OP - Done		4	JUN 1981		
8.					

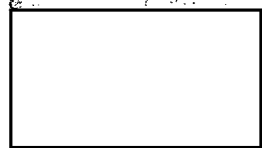
STAT

"D/Pers -

I've pulled a copy. After we've had a chance to digest, suggest you and I chat prior to a discussion with Pete. I already have problems. I really expected a recommendation reducing the numbers and redefining what we have.

I also believe we need an executive summary of the report so DDCI doesn't have to plow through the long report to make decisions. Further, should we provide an option to discuss at EXCOM.

DD/Pers"



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Partial Results *Final Results*

MEMORANDUM FOR: Survey Participants

FROM : Harry E. Fitzwater
Director of Personnel Policy, Planning, and Management

SUBJECT : Performance Appraisal Attitudes Survey

This Office's Personnel Management Evaluation Staff has the responsibility for evaluating the effectiveness of our new Performance Appraisal (PA) system, which was officially introduced on 1 October 1979. An important part of our evaluation effort includes the use of the attached survey. An appropriate sampling of employees at each grade level is being asked to give their opinions on various facets of the performance appraisal process. Our evaluation plan is a lengthy one since we wish to study the entire year's cycle of Performance Appraisal Reports before submitting our final report in the summer of 1981.

Your name was chosen at random. That is to say you were selected by chance so we could be sure that the employees surveyed are representative. Although the questionnaire was mailed directly to you, there is no way to identify who fills it out. In fact, in order to maintain complete anonymity, we are asking that you not sign the completed questionnaire. Your responses are of great interest to us and will play an important part in the final report we submit to top management. These same responses will then, in turn, have a significant bearing on future efforts at improving our PA system, as well as our personnel management program.

I would like to express my appreciation in advance for your participation in this important effort.

[Signature Box]

STAT

Harry E. Fitzwater

Att: as stated

- a - Employee assessment of personal involvement
- c - Employee opinion/perception
- c - Comparison of PAR with other systems
- v - Validity of performance appraisal
- Feedback from supervisor
- PS - Perception of supervision by employee

CONFIDENTIAL

PERFORMANCE APPRAISAL ATTITUDES SURVEY

This survey is designed to assist the organization in evaluating the Performance Appraisal System which was initiated in October 1979. There are questions for both supervisory and nonsupervisory personnel. All answers to this questionnaire will be held in the strictest confidence and no attempt will be made to identify individual respondents. Only group data will be analyzed.

If for any reason you have not yet been rated on the new Performance Appraisal Report, please briefly explain the circumstances and return the survey unanswered.

PLEASE NOTE: Do not write your name on the survey booklet. Return the booklet in the enclosed envelope within five (5) working days.

Thank you for your cooperation.

PART I - TO BE COMPLETED BY ALL PARTICIPANTS IN SURVEY

Please answer each question by circling the appropriate response number.

1. How long have you worked for the organization?

- 8.5 - 8.2 1. Less than 2 years
 12.4 - 14.4 2. 2 to 4 years
 22.8 - 23.8 3. 5 to 10 years
 35.7 - 32.9 4. 11 to 20 years
 20.6 - 20.7 5. More than 20 years

2. How long have you been in your present job?

- 32.1 - 33.7 1. Less than 1 year
 27.0 - 25.8 2. 1 to 2 years
 13.9 - 12.2 3. 2 to 3 years
 13.1 - 14.8 4. 3 to 5 years
 13.9 - 13.5 5. More than 5 years

3. What is your current GS pay grade?

- 16.8 - 17.5 1. GS-6 and below 13.7
 17.2 - 20.7 2. GS-7 or GS-8 15.4
 13.4 - 4.1 3. GS-9 or GS-10 15.4
 21.2 - 14.7 4. GS-11 or GS-12 21.2
 31.7 - 37.6 5. GS-13 through GS-15 27.6
 3.5 - 0 6. SIS member 2.8
 2.1 - 3.4 7. Belong to another pay category 3.6

4. What is your highest level of education?

- 0.9 - 1.1 1. Less than high school graduate
 22.7 - 25.4 2. High school graduate
 20.3 - 19.4 3. Attended technical, vocational or business school
 31.4 - 31.1 4. Bachelors degree
 24.4 - 22.9 5. Advanced degree

5. What is your Directorate Career Service designation?

- 18.3 - 19.7 1. M
 9.0 - 10.5 2. I
 15.3 - 17.1 3. R
 10.1 - 11.4 4. D
 5.2 - 6.6 5. E
 35.2 - 34.8 6. Don't know

6. What is your sex?

64.3 59.9 1. Male 66.2
35.7 40.1 2. Female 33.8

7. What is your age?

65 { 6.5 - 9.5 1. Less than 25 7.7
28.8 - 26.1 2. 25 to 34 28.2
35.5 - 35.3 3. 35 to 44 37.1
29.3 - 29.1 4. 45 and above 27.0

8. Have you had the opportunity to read the Performance Appraisal Handbook (PAR)?

Yes = 69.5 No = 30.5 Yes = 76.9 No = 23.1

9. Did you make use of the section #4 in the PAR which provides you with the option to make comments?

11.3 11.7 1. Yes
88.7 89.3 2. No

10. If you answered "no" to Question 9, which of the following best represents your reason for not using section #4?

77% { 40.6 37.4 1. Assumed that if I got a good report and agreed with everything in it I was not expected to offer comments.
36.7 39.0 2. Had nothing in particular that I wanted to say.
2.4 - 2.4 3. Was not sure what I was supposed to comment about.
15% { 4.7 6.0 4. Was concerned that if I said something it might be misunderstood.
10.6 11.0 5. Was concerned that the critical remarks I wanted to make would create problems for me.
5 4.2 6. Not Applicable - I answered "yes" to Question 9.

11. The new performance appraisal system is an improvement over the former "Fitness Report."

60% { 3.9 3.4 1. Strongly agree
35.7 35.6 2. Agree
36.5 36.6 3. Undecided
18.5 18.7 4. Disagree
5.3 5.7 5. Strongly disagree

new employees lacked familiarity with both (07%)
grade groups disagree the most:
GS-7.8 = 27.7
GS-13.15 = 30.2
SIS = 37
High school grades disagree more
E have more no than 'yes'
I almost don't split
D more favorable than other

- ✓ (a) 12. The Advance Work Plan (AWP) which establishes goals and priorities that my supervisor and I decide together is useful.

old but likely to agree (yes answer)

59 { 11.2 9.3 1. Strongly agree
47.6 44.9 2. Agree
18.3 20.8 3. Undecided
23 { 16.7 18 4. Disagree
6.4 6.9 5. Strongly disagree

- ✓ (a) 13. I participated in the preparation of my AWP.

25. 23.4 1. To a great extent
27.6 20.2 2. To a moderate extent
53 { 16.2 15.7 3. To a slight extent
19.7 19.8 4. Not at all
16.7 20.8 5. I do not have an AWP

high rated employees more likely to be involved - considered to be I & M service more E & R less women participate less

- ✓ (a) 14. I believe the AWP will help to improve the accuracy of my performance appraisal ratings.

44 { 5.4 5.7 1. Strongly agree
38.8 36.2 2. Agree
29.1 30.8 3. Undecided
27 { 21.3 21.7 4. Disagree
5.4 5.7 5. Strongly disagree

*new employees more supportive
lower graded employees account for more optimistic
SIS split (46-47)
senior 25 more concerned
34-44 least*

- ✓ (a) 15. I believe the evaluation of my potential is fair and accurate.

73 { 11.3 9.7 1. Strongly agree
61.4 61.7 2. Agree
12.8 13.5 3. Undecided
14 { 10.7 10.6 4. Disagree
3.6 4.5 5. Strongly disagree

E service more undecided

- ✓ (a) 16. The section on the evaluation of potential is useful as feedback information.

66 { 10.1 10.0 1. Strongly agree
55.7 56.6 2. Agree
18.5 18.6 3. Undecided
14 { 11.1 10.2 4. Disagree
4.5 4.6 5. Strongly disagree

E service more undecided

17. I feel that the new performance appraisal system yields an accurate assessment of my performance.

63 { 4.7 4.6 1. Strongly agree } 49
 { 58.5 58.5 2. Agree } 49
 20 - 20.1 20.5 3. Undecided } 22
 16 { 14.8 13.5 4. Disagree } 29
 { 2.9 5. Strongly disagree }

I. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100. 101. 102. 103. 104. 105. 106. 107. 108. 109. 110. 111. 112. 113. 114. 115. 116. 117. 118. 119. 120. 121. 122. 123. 124. 125. 126. 127. 128. 129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163. 164. 165. 166. 167. 168. 169. 170. 171. 172. 173. 174. 175. 176. 177. 178. 179. 180. 181. 182. 183. 184. 185. 186. 187. 188. 189. 190. 191. 192. 193. 194. 195. 196. 197. 198. 199. 200. 201. 202. 203. 204. 205. 206. 207. 208. 209. 210. 211. 212. 213. 214. 215. 216. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 232. 233. 234. 235. 236. 237. 238. 239. 240. 241. 242. 243. 244. 245. 246. 247. 248. 249. 250. 251. 252. 253. 254. 255. 256. 257. 258. 259. 260. 261. 262. 263. 264. 265. 266. 267. 268. 269. 270. 271. 272. 273. 274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284. 285. 286. 287. 288. 289. 290. 291. 292. 293. 294. 295. 296. 297. 298. 299. 300. 301. 302. 303. 304. 305. 306. 307. 308. 309. 310. 311. 312. 313. 314. 315. 316. 317. 318. 319. 320. 321. 322. 323. 324. 325. 326. 327. 328. 329. 330. 331. 332. 333. 334. 335. 336. 337. 338. 339. 340. 341. 342. 343. 344. 345. 346. 347. 348. 349. 350. 351. 352. 353. 354. 355. 356. 357. 358. 359. 360. 361. 362. 363. 364. 365. 366. 367. 368. 369. 370. 371. 372. 373. 374. 375. 376. 377. 378. 379. 380. 381. 382. 383. 384. 385. 386. 387. 388. 389. 390. 391. 392. 393. 394. 395. 396. 397. 398. 399. 400. 401. 402. 403. 404. 405. 406. 407. 408. 409. 410. 411. 412. 413. 414. 415. 416. 417. 418. 419. 420. 421. 422. 423. 424. 425. 426. 427. 428. 429. 430. 431. 432. 433. 434. 435. 436. 437. 438. 439. 440. 441. 442. 443. 444. 445. 446. 447. 448. 449. 450. 451. 452. 453. 454. 455. 456. 457. 458. 459. 460. 461. 462. 463. 464. 465. 466. 467. 468. 469. 470. 471. 472. 473. 474. 475. 476. 477. 478. 479. 480. 481. 482. 483. 484. 485. 486. 487. 488. 489. 490. 491. 492. 493. 494. 495. 496. 497. 498. 499. 500. 501. 502. 503. 504. 505. 506. 507. 508. 509. 510. 511. 512. 513. 514. 515. 516. 517. 518. 519. 520. 521. 522. 523. 524. 525. 526. 527. 528. 529. 530. 531. 532. 533. 534. 535. 536. 537. 538. 539. 540. 541. 542. 543. 544. 545. 546. 547. 548. 549. 550. 551. 552. 553. 554. 555. 556. 557. 558. 559. 560. 561. 562. 563. 564. 565. 566. 567. 568. 569. 570. 571. 572. 573. 574. 575. 576. 577. 578. 579. 580. 581. 582. 583. 584. 585. 586. 587. 588. 589. 590. 591. 592. 593. 594. 595. 596. 597. 598. 599. 600. 601. 602. 603. 604. 605. 606. 607. 608. 609. 610. 611. 612. 613. 614. 615. 616. 617. 618. 619. 620. 621. 622. 623. 624. 625. 626. 627. 628. 629. 630. 631. 632. 633. 634. 635. 636. 637. 638. 639. 640. 641. 642. 643. 644. 645. 646. 647. 648. 649. 650. 651. 652. 653. 654. 655. 656. 657. 658. 659. 660. 661. 662. 663. 664. 665. 666. 667. 668. 669. 670. 671. 672. 673. 674. 675. 676. 677. 678. 679. 680. 681. 682. 683. 684. 685. 686. 687. 688. 689. 690. 691. 692. 693. 694. 695. 696. 697. 698. 699. 700. 701. 702. 703. 704. 705. 706. 707. 708. 709. 710. 711. 712. 713. 714. 715. 716. 717. 718. 719. 720. 721. 722. 723. 724. 725. 726. 727. 728. 729. 730. 731. 732. 733. 734. 735. 736. 737. 738. 739. 740. 741. 742. 743. 744. 745. 746. 747. 748. 749. 750. 751. 752. 753. 754. 755. 756. 757. 758. 759. 760. 761. 762. 763. 764. 765. 766. 767. 768. 769. 770. 771. 772. 773. 774. 775. 776. 777. 778. 779. 780. 781. 782. 783. 784. 785. 786. 787. 788. 789. 790. 791. 792. 793. 794. 795. 796. 797. 798. 799. 800. 801. 802. 803. 804. 805. 806. 807. 808. 809. 810. 811. 812. 813. 814. 815. 816. 817. 818. 819. 820. 821. 822. 823. 824. 825. 826. 827. 828. 829. 830. 831. 832. 833. 834. 835. 836. 837. 838. 839. 840. 841. 842. 843. 844. 845. 846. 847. 848. 849. 850. 851. 852. 853. 854. 855. 856. 857. 858. 859. 860. 861. 862. 863. 864. 865. 866. 867. 868. 869. 870. 871. 872. 873. 874. 875. 876. 877. 878. 879. 880. 881. 882. 883. 884. 885. 886. 887. 888. 889. 890. 891. 892. 893. 894. 895. 896. 897. 898. 899. 900. 901. 902. 903. 904. 905. 906. 907. 908. 909. 910. 911. 912. 913. 914. 915. 916. 917. 918. 919. 920. 921. 922. 923. 924. 925. 926. 927. 928. 929. 930. 931. 932. 933. 934. 935. 936. 937. 938. 939. 940. 941. 942. 943. 944. 945. 946. 947. 948. 949. 950. 951. 952. 953. 954. 955. 956. 957. 958. 959. 960. 961. 962. 963. 964. 965. 966. 967. 968. 969. 970. 971. 972. 973. 974. 975. 976. 977. 978. 979. 980. 981. 982. 983. 984. 985. 986. 987. 988. 989. 990. 991. 992. 993. 994. 995. 996. 997. 998. 999. 1000.

18. Are you satisfied with the new performance appraisal system?

45.8 44 1. Yes
 54 { 30.8 32.9 2. Undecided
 { 23.4 23.1 3. No

*new employees more satisfied
 GS-7 & 8 and GS-13 to 15 least happy*

19. Would you prefer a different performance appraisal system?

26.6 27 1. Yes
 36.7 34.6 2. No
 * 37.2 38.4 3. Undecided

*GS-7 & 8 and GS-13 to 15 somewhat more
 satisfied but even these groups remain split*

20. Are you satisfied with the amount of information that your supervisor gives you about how well you are performing your job?

71 { 50 48.2 1. Yes
 { 27.6 27.6 2. Somewhat
 { 22.4 22.0 3. No

21. Do you receive this information throughout the year as well as on an annual basis?

54 55.8 1. Yes
 45.7 46.2 2. No

*new employees get more feedback
 higher grade employees more satisfied with
 high school level feel less satisfied*

22. Do you feel that you know what is expected of you on your job?

72 { 61.4 58.7 1. To a great extent
 { 31.4 33.7 2. To a moderate extent
 { 5.8 6.0 3. To a slight extent
 { 1.4 1.4 4. Not at all

*employees (GS-7 to GS-15) generally know
 what is expected of them
 those working in the job are
 more anxious to know
 than those in the room
 GS-13 to 15 less certain
 of job of room*

23. Do you believe that the person who determines your performance ratings should be held accountable for his/her ratings?

93 { 6.1 64.9 1. To a great extent
23.1 23.4 2. To a moderate extent
3.1 3.4 3. To a slight extent
2.3 3.6 4. Not at all
3.9 4.7 5. Don't know

*Correlates with service, age, grade
high school + bus school less sure*

24. I believe my performance rating is based on total job performance and not just a few aspects of the job.

81 { 27.1 2.8 1. Strongly agree } GPM
5.2 53.5 2. Agree } 59
6 - 10 2 6.8 3. Undecided → 21
13 { 10.1 8.6 4. Disagree
2.6 3.1 5. Strongly disagree } 29

25. Should an employee who is dissatisfied with his/her performance rating be permitted to appeal the rating?

93.5 94.1 1. Yes
3.5 2.7 2. No
3 2.7 3. Not sure

*negative correlation with grade
more common last than first*

26. To what extent do you believe that your performance appraisal rating should determine the comparative evaluation standings made by your career board/panel?

82 { 33.6 32.6 1. To a great extent
49.1 47.6 2. To a moderate extent
10.7 12.7 3. To a slight extent
3.6 4.1 4. Not at all
3.1 3.1 5. Don't know

*Those 2-4 and over 20 yrs service
less unanimous in their support
tends to correlate with grade
women less supportive
those below 25 less supportive*

27. To what extent do you believe that comparative evaluation panels should use information other than your work performance record to judge your ability to assume higher level responsibilities?

93 { 24.4 24.3 1. To a great extent
53.1 54.3 2. To a moderate extent
15.6 14.1 3. To a slight extent
4.1 4.2 4. Not at all
2.8 3.1 5. Don't know

*tends to correlate negatively with length of service
high + bus school stronger supporters
BS + Advanced degree less so*

28. Performance ratings are accurate.

3.1 3.4 1. Strongly agree
46.1 45.7 2. Agree
50 { 21.7 22.3 3. Undecided
24.3 4. Disagree
3.4 4.3 5. Strongly disagree

*M Service tends to agree
E doesn't nor does D*

29. Do you believe that supervisors give their subordinates higher ratings than they deserve?

69 { 11.9 10.8 1. To a great extent
31.8 32.6 2. To a moderate extent
24.7 23.9 3. To a slight extent
18.6 19.3 4. Not at all
12.0 13.4 5. Don't know

*Correlate positively with service, grade, age
College level men concerned
D & E less concerned
E more less concerned*

30. Do you believe that supervisors give their subordinates lower ratings than they deserve?

3.1 2.8 1. To a great extent
18.1 10.3 2. To a moderate extent
25.1 26.7 3. To a slight extent
42.1 41.6 4. Not at all
18.3 18.5 5. Don't know

*Lower rated employees inclined to
think so, as do women and those
under 35. Those 35-41 disagree*

31. Do you believe that an improvement in your performance on the job would lead to a higher performance rating?

10.8 10.9 1. Strongly agree
47.3 41.0 2. Agree
41 { 19.7 21 3. Undecided
12.1 18 4. Disagree
3.2 3.9 5. Strongly disagree

*GS-6 & 10 B less concerned
relative position, to education level
experience (disagreement) rises with age*

32. Are your performance ratings consistent with what your supervisor leads you to believe he/she thinks of your performance on a day-to-day basis?

73 { 4.1 39.3 1. To a great extent
32.5 33.7 2. To a moderate extent
11.1 12.3 3. To a slight extent
5.1 5.5 4. Not at all
4.4 9.2 5. Don't know

*Those with 3 to 5 years on the
job less sure or are lower
graded*

33. Does your supervisor indicate how well you are doing on a day-to-day basis?

60 { 8.5 8.2 1. To a great extent
21.4 21.3 2. To a moderate extent
32.3 31.2 3. To a slight extent
37.0 38.3 4. Not at all
.8 1.0 5. Don't know

34. I feel that training on performance appraisal would improve the overall effectiveness of the appraisal process.

71 { 27.4 29.1 1. Strongly agree
43.5 42.6 2. Agree
16.7 16.5 3. Undecided
10.9 10.5 4. Disagree
1.2 1.3 5. Strongly disagree

Correlates negatively with grade + those with college

35. My supervisor lets subordinates know what is expected of them.

69 { 13.2 13 1. Strongly agree
55.4 53.3 2. Agree
12.3 13.8 3. Undecided
31 { 15.7 15.9 4. Disagree
3.4 3.9 5. Strongly disagree

Those 35-44 somewhat less in agreement.

36. My supervisor is approachable and communicative.

81 { 31.6 33.1 1. Strongly agree
44.4 48.7 2. Agree
8.3 9.4 3. Undecided
7.2 6.8 4. Disagree
3.4 3.9 5. Strongly disagree

Women less sure

37. My supervisor's attitudes concerning my job performance are made clear to me.

70 { 17.4 17.5 1. Strongly agree
52.2 51.6 2. Agree
13.1 14.2 3. Undecided
14.4 13.8 4. Disagree
3 2.9 5. Strongly disagree

38. My supervisor treats all subordinates fairly.

- 18.1 16.7 1. Strongly agree
49.9 49.8 2. Agree
32 { 15.6 16 3. Undecided
13.7 13.9 4. Disagree
2.7 3.6 5. Strongly disagree

*advanced degree types more undecided
most than 35-40 agree less*

39. My supervisor is willing to make changes.

- 15.2 14.1 1. Strongly agree
57.9 59.3 2. Agree
27 { 11.7 14.6 3. Undecided
9.9 9.3 4. Disagree
2.3 2.8 5. Strongly disagree

40. My supervisor maintains definite standards of performance.

- 63 { 14.8 14.1 1. Strongly agree
47.3 47.9 2. Agree
38 { 22.4 19.5 3. Undecided
12.6 13.3 4. Disagree
1.1 3.1 5. Strongly disagree

M. Gorman & E. Seavie disagree more

41. My supervisor refuses to explain his/her actions as they relate to me.

- 25 { 2.5 1.8 1. Strongly agree
1.1 10.2 2. Agree
18.2 12.5 3. Undecided
56.6 56.2 4. Disagree
18.3 19.3 5. Strongly disagree

IF YOU ARE NOT A RATER, SKIP TO SECTION III

PART II - To be answered only by those who have prepared a Performance Appraisal Report on another employee.

Circle the response number of your choice

42. How many years experience have you had in preparing Performance Appraisals and Fitness Reports on employees of this organization?

- 38 { 17.4 15.2 1. Less than 2 years
20.6 23.4 2. 2 to 4 years
24.7 39.1 3. 5 to 10 years
27 { 19.7 14.8 4. 11 to 20 years
7.6 5.4 5. More than 20 years

*correlate with grade, age
most experienced men*

43. Have you attended a formal briefing or workshop on PAR?

57.2 59.6 1. Yes
48.7 40.4 2. No

*M attended most
D less*

44. How many employees do you currently prepare PARs for?

42.4 39.8 1. 1 to 3
26.2 24.1 2. 4 to 6
24.1 27.2 3. 7 to 15
4.6 5.2 4. 16 to 25
2.7 3.7 5. 26 or more

correlates with years service

a 45. Do you use the Worksheet (Form 45W) to prepare your Performance Appraisals?

71.3 71.4 1. Yes
28.7 28.6 2. No

a 46. What percentage of your immediate subordinates would you rate at the highest one or two levels of performance?

65 { 47.5 50 1. 20% or less
16.6 17.2 2. 21 to 40%
14.5 14.6 3. 41 to 60%
12.0 11.8 4. 61 to 80%
8.4 6.8 5. 81 to 100%

*Tends to grow with age
significant differences between SS-13 & 15 & 17
The latter much more liberal*

a 47. What percentage of your immediate subordinates would you rate at the lowest one or two levels of performances?

7 { 93.3 94.7 1. 20% or less
2.5 1.1 2. 21 to 40%
3.4 3.2 3. 41 to 60%
2.6 1.5 4. 61 to 80%
1.3 1.5 5. 81 to 100%

more disapproved at the GS-9 to 11 level

a 48. To what extent do you as a rater have difficulty in completing the "Evaluation of ~~Performance~~ Potential" of the employees you rate?

72 { 9.5 9.3 1. To a great extent
25.7 27.8 2. To a moderate extent
37.1 38.1 3. To a slight extent
27.6 24.7 4. Not at all

Woman more trouble than men

F) 49. To what extent does your supervisor consider your appraisal of your subordinates to be a critical element of your job?

Open

30 { 22.2 20.4 1. To a great extent } 57
 36.7 36.2 2. To a moderate extent }
 22.4 24.5 3. To a slight extent }
 7.4 10.7 4. Not at all } 21
 10.7 8.2 5. Don't know } 22

(V) 50. To what extent do you believe that the typical supervisor would give lenient ratings in order to avoid confrontations with his/her subordinates?

relates to time on the job, the longer on the job the more they have done this for them.

{ 23.6 22.6 1. To a great extent
 41.6 42.1 2. To a moderate extent
 24.5 25.1 3. To a slight extent
 7.4 8.2 4. Not at all
 2.9 2.1 5. Don't know

G) 51. Do you feel you have sufficient time in your work schedule to properly evaluate the performance of your subordinates?

71.4 67.2 1. Yes
 28.6 32.8 2. No

PART III - FOR ALL SURVEY PARTICIPANTS

Any comments? Please write any thoughts or feelings you have about the new performance appraisal system in the space below.

The old evaluation system (O, S, P, M, W) was more than adequate and should not have been changed. The new rating system is an exercise in bureaucratic nonsense. Offices and Directorates have gone to considerable effort to equate the new numerical ratings with the old "outstanding," "strong," etc. This was mostly caused by lower-level supervisors (i.e., Branch Chiefs) who felt uncomfortable with the new ratings and pressured management to give them guidance on proper numerical ratings that would tie in with the old system.

The potential section of the PAR is meaningless. No rating/evaluation panel that I know (or Career Service Board) pays the slightest attention to it although they may profess to if queried because they know top-level Agency management wants to hear that.

The original instructions that "4" was an accepted grade for good performance has done much harm. It's obviously considered as a former rating of "P."

AWP's should be dynamic documents, rewritten as required. Frankly, we don't have time.

The form itself has resulted in great inefficiency in thousands of hours of lost time in typing and retyping.

It would be helpful for employees to be able to compare their performance with an "average" performance rating of those peers who are promoted by the career service panels.

My supervisor has many PAR's to write - consequently they are always late, and AWP's aren't done at all. My last PAR is now 3 months overdue.

The scale reads from 1 thru 7 but the subtle differences from 4 thru 6 create more ambiguity than enlightenment on one performance.

I would endorse the new system as an improvement in one major way: it is a step in the direction of making the supervisor and the employee mutually accountable for performance.

I continue to question the usefulness of the Potential statement. Supervisors are prepared to tell employees they have no potential or are guaranteed a career path through the supergrades. In fewer cases can the supervisors actually articulate the reasons for their judgments.

Rating scale an improvement but reluctance to relate it directly to old system has led it to begin from an inflated base.

Potential section is a mistake - first line supervisors are not the best judges.

- 4622 4 On one occasion I had to change an overall rating because a subpanel had decided this person was in line for a promotion. I would have given this person a 4 but because the sub panel had decided to promote this person I had to change it to a 5 and come up with an example to justify their decision.
- 5613 6 I urge the inclusion of a system whereby the rater's "rating" is shown with each PAR (i.e. percentages of each grade he has given to date).
- 3112 2 The part that really describes me is the evaluation of my potential. I would hate to think my career rides on the whim of someone who doesn't have the training in evaluation of personnel and doesn't understand this type of evaluation. You can't be serious when you expect rank and file employees to agree with this type of system. You have given a lot of power to people who are not trained and in some cases unfit to make these kinds of evaluations. To sum-up, this new system scares the hell out of me.
- 3112 6 Penalties should be administered to those supervisors who do not turn in performance appraisals on time. Suggestions: Include the writing of performance appraisals on the raters performance appraisal. Withhold effective date of promotions, periodic step increases.
- 5 The system takes too much time.
- 3124 5 The main problem with the new PAR system is that it is too complex and time-consuming. The forms are involved, too large and difficult to handle.
- 5114 7 I find the 1 through 7 categories much more useful than the former "strong," "proficient," etc. because the old categories were too broad and imprecise.
- 6 Thought should be given to inclusion of a ranking section as well as a rating system. In relation to his/her peers, this officer is in the: top 10%, bottom 3%," etc. and "This officer should be promoted: ahead of his peers, with his peers, behind his peers," etc.
- 6114 5 Very cumbersome document regimes-too much time to execute.
- 6114 2 Evaluation of potential leads to fantasy trips. They are used to "motivate" without really assessing the reality of the potential assignments etc. being discussed.
- 6114 3 The general objective in the AWP states the obvious. The specific objectives are too selective and not that important in terms of all the things I should attend to during the course of the year. It is too much trouble to update the AWP as new problems arise.
- 7 There is an un-official reluctance to give any 7's. They should be used more liberally. Conversely, too many 5's and 6's are given.

6224 1 I believe in--and have used--the rebuttal/amplification option on PAR/Fitness Reports. I found it particularly useful (and valid) in one comparative review process I participated in.

1 First, the Agency's formal performance review process entirely misses the CT. That is, it misses him or her outside of the time he or she is not receiving formal training at the Farm or the COC building. He is instead in the limbo of "the interim" - a status that I have been unable to find described anywhere in Agency performance appraisal literature. What seems to have become the informal practice is to write a "memorandum" which is not subject to any of the formal review processes of the formal PAR.

4 I was further irritated by the branch chief's making changes to what my immediate supervisor wrote instead of writing his own separate comments.

1 I think Agency regs should speak to the situation when an employee (me) decides to make a career change within the Agency before a 90-day evaluation period (minimum period) expires.

6 Agency regs should spell out that it is the immediate supervisor who is to rate the employee not someone on up the chain.

2612 5 Employees should have time to review their PAR's instead of reading and signing right on the spot.

2612 6 The employee should be able to rate his supervisor also. It should be a two-way street.

2624 7 The rating system has nearly as much objectivity (maybe even less) as the scores meted out by judges at international figure skating or diving competitions. The ratings are meaningful only if the reviewing board can compare all the individuals being rated by one supervisor, or if an employee can be rated independently by another superior.

3614 1 I dislike being totally negative but can see no great changes or improvements evolving from this new system.

4612 3 I think that the PAR's are OK but the AWP's are a joke. I have only had one in my 4 1/2 years here and I had no input whatsoever into it.

4612 6 The PAR should be used as one of several indices in considering the rating and eligibility for promotion of an individual.

4613 5 I see problems with employing the FR with NOCs since there appears to be a tendency to rate NOCs on equal terms with inside officers.

4613 5 The new reporting system differs in only one way from the old method, alpha numeric. This is a change, not an improvement.

- 5 5413 I do resent having to dilute the PAR with secondary points of consideration -- language ability, use of office space, etc. I want to concentrate on points that matter the most.
- 4 2422 I personally have been in grade 9 out of 11 years and see no hope for promotion. Please be advised, this comes after being rated strong/outstanding year after year.
- 6 3611 I believe persons serving overseas should have a "Foreign Service" weighting factor included.
- 1 5013 Overrating is inevitable so long as "satisfactory performance" is considered inadequate for promotion or retention.
- 1 6414 The least satisfactory rating comments and reviewing comments are done by the more senior officers. Although this is undoubtedly partly true because they are generally overworked, it is at least partly because they know that on one will send them a letter criticizing their preparation of a PAR.
- 6 6414 A rather radical departure, which might be tried on an experimental basis, would be to have at least one subordinate, chosen by HQS at random, rate each rating officer. I believe the subordinates' reaction to their supervisor definitely reflects the supervisor's skill in supervising and his effectiveness.
- 6 2622 I think there should be a PAR only for clerical personnel (and a separate one for officers) since the scope and function of their respective jobs are totally different.
- 6 3011 Ratings of specific duties are based on "established standards of performance." If these standards are merely "understood," there may be problems of variance between raters. There appears to be no requirement or instructions for establishing specific standards of performance.
- 6 3001 Specific input should be asked for in part 4 (optional employee comments). Besides encouraging the rated employee to actively participate in his performance appraisal, the information obtained could be useful for ongoing indications of specific weaknesses of the PAR system.
- 6 3001 Perhaps a comment in the narrative should be required stating the most noticeable strength and most noticeable weakness of the rated employee.
- 1 3622 This is my first tour overseas with the Agency. I have witnessed here the worst management crew I have ever dealt with -- saying one thing and doing another... using personal problems that you have confided in them against you in PARs... constructive criticism made by some is held against them at later dates.... my attitude is definitely on shaky ground.
- 1 3413 As long as supervisors have the feeling of "He hasn't paid his dues," I strongly feel that a fair and equitable PAR will not be rendered.
- 1 5624 Because of a number of lateral moves by myself and supervisors I have been rated three times in the last year. Based on these ratings and no additional information I could not possibly be recognized as the same person.
- 4 3413 How can years of related experience and expertise continue to be wiped out just because it was not obtained in the Organization?

- 2622 5 In my state, Approved For Release 2005/12/14 : CIA-RDP92-00420R000400040009-7
3452 5 Rarely if ever does the reviewing officer have the first hand knowledge of an employee's work performance to provide an informed and meaningful appraisal.
- 3412 6 The rules and regulations should be such that supervisors should not be allowed to interpret, but to follow the rules strictly.
- 5613 7 The Organization appraisal system is generally ineffective and the source of some discontent. Better not to have such a system and have promotion solely on time in grade, than depend upon a system as ineffective as now being used.
- 4313 4 Examples of feedback from 2 supervisors to me:
1. This plan has too many pages.
 2. You've done the job perfectly, but only for one year. Therefore you are rated as a 4. Next year you'll get a 5.
 3. I don't need to write a description of what you've done. We all know, and I don't care about others outside my office.
- 5414 1 My feelings are basically negative. The old system was bad enough, but we had learned to live with it, and this one is no improvement. On the contrary, it makes the evaluation preparation more onerous without improving the product.
- 5113 1 I have sufficient time (Question 51) to evaluate performance but not to fill out the new forms.
- 4313 5 Communications between higher management and the operational level, however, is very poor. There have been frequent, unannounced reorganizations and reassignments.
- 4313 (5) I feel no security in my position for the future. I am not confident that I know where I'll be and what I'll be doing six months from now - even assuming a high degree of satisfaction by management for my work. Further, I am not confident that future changes will take into account my personal needs, desires, etc. I and a number of my colleagues have indicated to each other that we perceive it to be a great game of chance. That I do not find agreeable.
- 5313 7 I believe a major problem in the system falls at the office-level promotion panel comparative evaluations. Panel procedures have not changed with the new system. It is up to the panel, whose members may or may not personally know all the individuals they are ranking, to glean from the ratings and narrative portion of the PAR, all pertinent performance attributes. Using a worksheet of promotion criteria and weights, they take this extracted information and judge the performance of all the candidates for promotion. This tends to be bias (positively or negatively) the ranking of individuals known personally by panel members and unfairly leaves the unknown individuals at the whims of how well their supervisors prepared their PAR.
- 5113 5 We are continuing to spend an extraordinary amount of time on performance appraisal and not enough time doing our jobs. The paper continues to proliferate; and no visible change takes place in our ability to evaluate people's performance.

- 4112(M) 5 So still ~~Approved For Release 2005/12/14 : CIA-RDP92-00420R000400040009-7~~ appraisal is or what a bad one is? What are the standards. The system is based on comparisons, but what are the standards for comparison. This is my greatest criticism of the current system.
- 4113(M) 5 The system does not provide specifics as to what the DO panel is looking for in a PAR when evaluating a clerical. Specifically, my subordinate who received 'O's on her last three fitness reports ranked in the low 40% of her grade level although she is superior in all aspects of her job.
- 4113(M) 2 Biggest problem I have with PAR is the Evaluation of Potential. I find it very difficult to tell someone they have little or no potential. I know of at least one resignation because they had been doing the same job for years and did not want promotions or additional responsibilities and were told they had no potential but that they were doing a good job.
- 4114(M) 7 My competitive evaluation listing has not been made available to me yet. I am not comfortable at this stage about how to relate the PA numerical ratings to the Fitness Report letter ratings and, therefore, how I stand in relation to my peers.
- 4114(M) 3 In my present position a accurate AWP is difficult to prepare as daily operational requirements dictate tasks to be performed. In my case the AWP was made with full knowledge that it would not be used. A AWP was needed so one was made up.
- 4 As far as performance is concerned our Director has stated that a four or five rating is average. I have received two reports (within the past 6 mo.) using the new appraisal system. On the first report, my supervisor gave me 6's and 7's. The reviewing officer gave me 4's and 5's. On my annual report, my new supervisor gave me 4's and 5's following our Directors guidelines. Naturally I believe the first report to be a true rating of my performance.
- 5113(M) 2 I would wager that 95% of all AWP's are nothing more than glorified job descriptions, and I would further wager that once written, most are filed and forgotten.
- 7 I strongly believe all number ratings should be done away with (the sooner the better), and that supervisors should instead certify whether or not the employee performed in a satisfactory manner. If so, a few highlights and accomplishments could be listed. If the work was not satisfactory, the reasons why would have to be stated. Added to this, the supervisor could be required to select from a pre-determined list, those qualities and attributes which make up the employee's stronger points.
- 2 I am not convinced the EOP belongs in the PAR package. No matter what words are used, "higher responsibility" translates into "promotability" for most employees. Every PAR does not involve a question of promotion.

- 5113(M) / There is conflict in the purpose of the PAR feedback the employee and ranking information for the various panels. Often these are incompatible.
- 7 Panels cannot rely solely on PARs for ranking information. I know this from having sat on panels.
- 5114(M) 5 The new appraisal system is more complicated, lengthy, time-consuming and redundant than the former systems. I do not believe it yields a commensurate return in improved management. A simpler system would be better.
- 5113(M) 5 There is no clear cut connection between the PAR's and the evaluation factors in the precepts. Panels are experiencing difficulty in completing the required work-sheets based on a review of the PAR's.
- 7 If the purpose of expanding the ratings from five levels to seven was to try to reduce evaluation escalation, we sure as hell messed that up when OPPPM decided that the OSI level is overall "6." If that doesn't equate the "6" level with the old "S" level, nothing does.
- 5113(M) 7 I am reluctant to apply the ratings in a manner consistent with their definitions. Why? Simply because I have no confidence that other supervisors will and I do not want to penalize my subordinates who are in competition with their peers. Until I am convinced that the highest levels of management are prepared to take a hard line on this matter of inflated ratings and make available the resources to put in an effective control system, I can't give out 4's (unless they deserve less) and, I'm not going to accept 4's from my supervisor as long as my peers performing at the same level are getting 6's. It's not a question of what I or my subordinates deserve. Rather it is a question of what we deserve relative to our peers.
- 2422(D) 4 & 7 When the PAR was first issued to me, I was graded a certain number in one of my strongest duties then HQS comes out saying maybe the supervisor has rated the employee too high. The next PAR was rated at a number lower. The panel looking at these two PAR's will think that the employee has slumped in that specific duty, which isn't the case and could cause some questions to be raised re that employee is worthy of a promotion.
- 2422(D) (Aside from writing two performance evaluation reports on secretaries under my supervision, I also type all of the PAR's in my branch because I am a Branch Chief's secretary. I have found, for the past nine months, that most supervisor's (if not almost all) tend to "OVER-RATE" employees considerably. Why? First of all we have a severe personnel shortage, one way to keep people happy is to give them good PAR's. Then, they believe you think well of them, and will not look elsewhere for a job (another Branch, Division, Directorate, etc.); two, secretaries are grossly over-rated; but they have their supervisor's by on the little finger - there are very few secretaries around these days and if you have one you are one of the lucky few; third - it's too easy to file a discrimination suit; if you're unhappy with your PAR you simply file discrimination - make a big stink about the whole thing - and scare your supervisor into writing something nice (or else!).

2423(D)

3

The "AWP" is fine - except for people like myself on "DEVCOMP" who are in between assignments and doing numerous jobs on several desks. Recently received my "PAR" which was excellent and a letter of appreciation from Chief of a DDO division - but have no AWP as had several jobs and "DEVCOMP." Would a panel downgrade me for this?

3412(D)

7

The PAR is an improvement in some ways. However, once the evaluation is completed it still proceeds via the same haphazard maze we call the promotion panel system, which is where the real improvements are needed.

3413(D)

7

Do away with numeric ratings completely, just have a satisfactory or unsatisfactory rating and use the comments for evaluation.

4413(D)

7

Since evaluation of an officer by his supervisor is a most subjective act, complete prose explanations of performance and potential are the only means to convey the true value of the officer. To a third party. One supervisor might evaluate an the same officer as a "6" or lower. The result is that the promotion panel, if influenced by a numerical grade, could indeed be promoting a less effective, less promising officer over a more effective, more promising officer.

4422(D)

4

In my case, in the past year 3 separate PARs were written (all at the same time) in order to meet the promotion panel deadline - I was accurate and well thought out - but written 10 months after I left that office - another was written to cover a 10 month period when I was in training - written by an individual who I had never met and reviewed by another who I also never met. The final PAR for the year included a AWP, written at the same time as the PAR. This final PAR was written by an individual for whom I had worked 10 days - he also filled out a potential rating - I did not find 10 days of supervision sufficient time for a "potential rating" evaluation to be made.

4423(D)

4

In my particular component, division policy has been established that no one is deserving of a 7 evaluation. Therefore, no matter how hard you work and no matter how good a job you do, there is no way you can earn a 7 rating. This really kills incentive.

5412(D)

3

I think the AWP is a complete sham, particularly in the DO. This Directorate is so short of personnel and so subject to short lived changes in direction and goals that it is a waste to go through a routine of setting advance work goals. Moreover, goals in the DO are soft, practically impossible to define with precision and consequently too subjective to measure accomplishments against. I can foresee some real problems with people being rated poorly against an impossible to understand or even to attain goal and an unfair supervisor trying to make black and white out of a grey situation.

- 4212(I) In this business, if an analyst is by chance (perhaps) involved with a subject that is of high visibility, then that analyst will get better performance rating when no better performance was really done. This particularly happens in offices where technical work is just as difficult (if not more) but more invisible (except to other analyst who regretfully keep quiet). It is the job of the system analyst to put it all together, but in many cases doesn't really do any of the gut work. The gut worker gets the shaft.
- 4
- 4213(I) Events I have witnessed, recently as well as over the course of several years, lead me to believe that when there is a conflict between the requirements for an honest fitness report or performance appraisal and the goals being sought under EEO, the PAR is manipulated to serve EEO ends.
- 4
- 5213(I) In this Agency, we do not train managers - we promote good performers to management positions as rewards, expecting them to acquire management skills through osmosis. In the case of PAR's, too many folks think about them on the day that they are due, hate like hell to give bad news to anyone, and tend to gloss over problems.
- 1
- 5213(I) It is fairly obvious that a 5 for one rater may be a 6 for another. As far as I can see, there is no guarantee that this problem is taken into consideration by the appraisal panel. Thus, the true appraisal of an individual (with built in biases) is up to the personal familiarity of panel members with the person being appraised. This is the old boy network, which works fine if you are well liked, but is destructive if you are not.
- 7
- 5213(I) The concept of an EOP seems to imply that continuous upward movement is a mandatory state, and that the alternative (e.g., is potential for advancement) is tantamount to a stigma.
- 2
- 2 This does not conform to the practical realities of life, where advancement is not always possible because of a variety of institutional circumstances that are beyond the employee's control.
- 2
- 5213(I) The "standard" performance within my component is a 4, by unspoken decree. A man does an especially difficult task - lasting almost two years - in an outstanding and recognizeance fashion. His superior rates him as 6 on that specific duty with an overall rating of 5. It is subsequently decided that the man's performance was so superior as to warrant a QSI, but OPPPM says no because the overall rating was not 6. So the man is penalized and the precedent is established for padding.
- 5 7

- 5213(I) In my view, the AWP should be an internal document -- between the employee and his immediate supervisor. The document could then serve as a document of mutual agreement -- contract or guide, the main problems likely to arise from the AWP stem from its distribution to higher level supervisors, administrative staffs, and comparative evaluation panels.
- 3
- 5224(I) The new form is more cumbersome than the old, and more complicated to read as well as to fill out. One weakness is that employee signature is separated from the evaluation page, and someday there will be employees who are "sure" that something was added or deleted after they saw their PARs. The AWP seems to be a bureaucratic pain to most supervisors and not much more meaningful to the employee than the old LOI.
- 5
- 2321(R) Since grading is not standardized, each supervisor interpreting the regulations their own way, I feel that the PAR should not be used heavily for promotion and panel considerations. Personality and attitudes towards work should come into play also.
- 6
- 4312(R) We work in a hierarchy. I have 3 supervisors. Unfortunately those empowered to make significant changes are above them. This organization's policy of continuously shifting supervisory personnel results in too many people occupying positions for too short of a time. They end up knowing too little about their jobs and are unprepared to make the substantive changes needed.
- 4
- 4312(R) During the past several months I have been rated under the new PA system and also been on a professional ranking panel where the panel was required to rate individuals under the new system. We found that most of the supervisors reports were still under the old fitness report system which made our job extremely difficult. An evaluation worksheet which had 12 important factors relating to the individual had to be completed prior to the ranking process. The panel found that none of the supervisors reports addressed any of the items covered on the worksheet. Completing the worksheet proved to be a "gut feeling" by the panel members and in my opinion an unfair process which could be swayed easily by one or two panel members who know the individual personally.
- 147
- 4314(R) In both the old and new systems, definite overuse is made of the "proficient" rating which tends to lump everyone together in a kind of limbo of mediocrity, regardless personal motivation, background, or devotion.
- 7
- 4322(R) The problem is and continues to be with the average rating the new 4 the old P - why must we have one at all? What's wrong with an even number of rating options (4 or 6) so that a person is either above or below average not sitting on the fence and not really knowing where you stand.
- 7

5613

I am outraged at what I consider the hypocrisy in trying to keep staff ratings in the 4-5 category as an indication of doing the job as expected and the ratings awarded to the SIS ranks. I consider it an obvious and flagrant double standard. The fact that inflated ratings are, in general, being awarded to SIS ranks is proof that this system has been prostituted and means absolutely nothing. In fact, it is an insult. If Agency management expects people like me to take this kind of thing seriously and tear my guts out giving accurate and forthcoming ratings and narratives, then I expect that supergrades do the same.

7

5614

I have only been here 1 1/2 years and probably don't understand the problem. However, the entire procedure of PAR, AWP, Review Boards etc. seems to waste a lot of time. The requirement for a system like this one probably exists but couldn't it be simplified to take about a fourth of the time currently required.

5614

The flaw in the performance appraisal system is, I believe, the use of an AWP. By the nature of the intelligence business flexibility is paramount - an AWP - if followed would often lead to rigidity.

5614

I pay little attention to performance ratings and employee ranking. I am a relatively non-competitive person who is satisfied in doing a reasonable job. I see little difference between the old and the new systems but then, I lack the interest in them.

- 4613 I've also perceived an apparently unconscious process whereby relatively early in one's career one is placed into one of two categories - "comers" and "also rans," and having been placed in the latter it appears unusual for the individual to make it into the former. Once again, this process is incompletely reflected in the PA process.
- I suppose one's perception of the system varies according to how well one has fared under it (whether or not one would have done better under another system, and as I've argued I don't think it matters a great deal). Nevertheless, practically every opinion I have heard of the business -- regardless of the speaker's rank or success -- has been tinged with cynicism. And that's a shame.
- 4613 Appeal in extreme cases - a mechanism, such as a review panel should be set up for adjudicating such appeals. This mechanism would also serve to hold raters accountable for ratings given.
- 4623 Too long and complicated. Just the actual physical act of signing takes about 10 minutes - 12 signatures of supervisor and 9 of supervisee.
- Many of the criteria that employees are ranked on are never commented on in Section D #1 (Supervisor's comments). This causes problems during ranking panels.
- 4623 It might be helpful if promotion panels would provide more feedback to supervisors who write performance appraisal reports. Promotion panels are in a good position to analyze the quality of the reports.
- 4623 The Section 4 on Employee Comments is nothing new. There has always been an option for the employee to comment on his rating. The fact that most people don't use it is because it does become a part of one's permanent record.
- 5014 In my opinion, the new PAR system further complicated a cumbersome system which was meaningless to begin with, I don't believe a person can be properly evaluated by number and/or letter grades. My greatest fear in filling out PAR's etc. is what my peers are doing, will they give high ratings thus putting my employees at a disadvantage or will the reverse happen? Perhaps a strictly narrative form would be a most effective, fair appraisal system.
- 5014 Too many times the performance appraisal or fitness report is based on personality considerations and friendships etc. -- but more importantly as long as the subordinate does not "make waves" or cause problems for his immediate supervisor, he or she can expect a reasonably good performance rating. If the employee--even with the best of intentions--offers constructive criticism which the supervisor considers a challenge to his authority and position, it will usually result in lower performance ratings. I believe that most employees would be deterred from making any adverse comments in section 4 of the PAR because of the adverse effect it would probably have on their career in the long term. In essence, you can't beat City Hall.

- 4323(R) 2 I am very troubled by the Evaluation of Potential. This is not only because of the subjective nature of the idea itself. There seems to be an area of confusion of terms and a dichotomy of purpose. A careful reading of the form in its entirety and the instructional material for the preparer shows a shift back and forth between "duties" and "responsibilities;" the addition of the qualifier "higher level" within the categories changes the sense of "added responsibility."
- 4312(R) 7 The biggest problem associated with both this and the old system is that a fair yet less than outstanding rating tends to place an employee behind many who are actually no more than his peers.
- 5313(R) 7 The number rating or letter rating should be done away with completely. Supervisors interpret the number ratings differently making the process unfair.
- 5313(R) 7 I would like to see a system where only the outstanding (category I CER) people and the poor performers (category IV) are rated.
- 5314(R) 6 Supervisors should have their appraisals critiqued periodically (perhaps by OPPPM)
- 5313(R) 5 I consider the appraisal system to be too involved and consequently time consuming resulting in less than, in my opinion, the proper amount of time being spent on each and every individual. Too much paper.
- 5314(R) 6 I believe the effectiveness of the PA could be enhanced by an additional section composed of questions keyed to subject's on the job performance on a daily basis. Examples: How does subject perform in a crisis situation? Can subject handle more than one crisis at a time? Subject's effectiveness in briefing superiors on evolving situations for which he is responsible? Does subject think on his feet? Is subject a problem solver?
- 5314(R) 6 Your plan is good, your PA Handbook is good -- but now you have to promote its implementation with much more vigor.
- 5314(R) 4 On my last assignment the reviewer stated I could not write comments after he had written his. He said "I have the last word." My reading of the PA handbook leads me to believe the employee has the right to write comments after both the rater and reviewer write theirs. I believe his actions and words were specifically designed to intimidate me and they did.

5314(R) Eliminate the system. Replace with (1) a check off matrix of characteristics.
Example of an entry:

	Inadequate for Job	Perfectly Adequate for Job	Well beyond Required Level
6 <u>Ability to Write</u>	X		
Ability to Verbally Communicate		X	

5314(R) I feel there is a decided tendency on the part of us all to avoid confrontation by providing narratives and ratings that employees are willing to accept. This is strengthened by the statement in the PAR Handbook mandating action to resolve areas raised by an employee's rebuttal. Who needs all the hassle involved!

5313(R) In my humble opinion, this system (AWP) was devised so that bosses would always be justified in giving low marks when they choose to do so and the subordinate could not claim that he did better since he did not live up to a unrealistic work plan.

5314(R) The new PAR package adds substantially to the number of papers supervisors must complete without adding much of value in later comparative rankings and decisions by panels for promotions, training, etc.: a) the new numerical ratings are of no great difference from the previous letter ratings, and a bit harder to remember; b) the "evaluation of potential" form seems to me highly redundant -- the same evaluation can and should be done on the PAR itself; c) the AWP may be appropriate for HQS cases, requisitions, etc., but for overseas personnel--whose responsibilities often are dictated by world events and chance--it is generally of little use and unrealistic to set specific "tasks" to be completed.

The new PAR attempts to substitute more sheets of paper for a hard decision: 1) either allow supervisors to contribute additional comments, outside the PAR that employees will not see, in panel meetings where candid comments can be offered or 2) recognize that so long as the employee sees everything written about him/her, few--very few--supervisors have the courage, integrity and tact to describe specific faults and criticize them directly to a person with whom they must continue working on a daily basis.

4513(E) The name has changed, but the "game" remains the same! We must break away from our subjective approach to evaluating people. The competitive evaluation process will promote those that rate high in their eyes, not who may deserve it. I've sat on them, I've seen it happen!

4513(E) I know what is expected of me because of my familiarity with the work and because it is set forth in office guidelines. My input to the AWP and the only communication on this score from my immediate supervisor was to tell me to "sign here please."

- 5512(E) 1 By and large, no sophisticated employee or supervisor takes the appraisal system that seriously. The bottom line is not what the reports say, but who gets promoted to what grades and when. The rest of the system is simply cosmetic.
- 1611 3 I also believe that the new system, and in particular the AWP, has at best only marginal applicability to DO employees. Essentially, this form attempts to quantify work which does not lend itself easily to quantification. For example, one cannot in advance indicate to a case officer that he will produce many intelligence reports or recruit so many new agents. An IA cannot be told in advance to complete a certain number of name traces.
- 1612 7 74 Also, I had my supervisor tell me that he thought that I was a Seven (7) in several of the categories but that it is just too much paper work to give such a high rating. So I got sixes even though I was told I should have been higher. This is hard on morale and makes one feel that there is no use in trying.
- 1621 7 I don't think that anyone should be rated numerically, it should just be Satisfactory or Unsatisfactory ratings.
- 1623 4 In my new job (I was caught in a merger of offices) my performance remains the same, but my new supervisor does not feel anyone, almost without exception, deserves a rating higher than a "5" and has so stated. Consequently, I have one PAR with excellent ratings and comments and another with very average ratings and comments. This can only look strange to someone reviewing my folder for a new position. I considered making a comment in the proper section but was concerned that this would only complicate the matter.
- 1623 5 10 23 I have never seen a job description for my position and to the best of everyone's knowledge none exists. When I asked what my specific duties were and how a PAR could be prepared without either of us knowing what they were I was given a vague unsatisfactory response. Consequently, I was disappointed to see four very brief descriptions of my duties on my PAR. The job is a very busy, varied, and responsible one - this did not show. Neither did my capabilities (See NFAC Notice No. 20-141).
- 2612 7 I know that should I not like my rating I can get them to change it simply by threatening to write a rebuttal. Management doesn't want to go through arbitration boards and the other procedures. This leads me to believe that they will put what will satisfy any employee, good or bad.
- 2623 7 Any grade system tends to be unfair, but the confusion about the present numbering system has a potential to haunt all for their entire career. If you list duties-- why grade them. A narrative related to the duties listed should suffice. Most former panel participants ignore the numbering system anyway.

- 2022 The rating of 1 to 7 gives a much better evaluation of one's performance than the limited ratings of the fitness reports. The EOP gave me an insight to myself that I hadn't realized about myself.
- 2023 My supervisor used the "new" system to lower all my ratings from previous year because of personnel reasons - telling me everyone was being treated the same - until I found out what she really did - a P in previous years was not a 3 on new system - I am no longer in the same office as I asked for a transfer out.
- 4613 I am pleased to have this opportunity to express my feelings on the PAR and personnel policies in general. However, I remain convinced that this exercise like many of the others will do nothing to change the situation. I have looked at personnel problems from three vantage points: the military, private industry and this organization. I can say without any equivocation that this is the worst of the three. I have witnessed QSIs being awarded for work that was not done, I have seen officers boldly lied to, and I have seen superiors lie and be caught in lies and yet never having to answer for them. I have seen case officers locked into pedestrian pursuits for the purpose of merely filling an open slot and I have seen the inadequacy of our so called grievance system and the contempt and distrust employees have for the system.
- 4612 I don't really see any great change. I believe the individual being rated still is at the mercy of his supervisor.
- 4612 The AWP sounds like a great idea, but apparently it doesn't apply to me at my GS level. Why?
- 4612 I am also very strong against a board (made up of people who may not know me) deciding whether or not I should get promoted. I think only my supervisor should decide whether I get promoted or not.
- I guess my real problem isn't with fitness reports but how they're reviewed by people who don't know you.
- 4613 The biggest problem with this system and the previous system is inconsistent rating criteria between raters. Because of this inconsistency, promotion ranking panels often use personal knowledge as a prime criteria.
- 4613 The system should not ever revert to one in which only those individuals with 6's down the line will be promoted. If an individual is doing a good job, is qualified and eligible then he should be promoted up to a certain level. (Maybe GS 13/14) Above that level he should have to demonstrate specific qualities above and beyond his normal duties in order to qualify for promotion to high level management positions within the Agency.

- 3413 AWP's should be done away with. They serve no useful purpose when you have a large group of people.
- 3413 There is no doubt that the new PAR, AWP, and EOP forms are a honest Agency attempt to correct a bad promotion system. As in most bureaucratic efforts the real result is yet another paper blizzard.
- 3413 "Seniority" is not a considered factor in our performance appraisal system, I feel that space should be provided to indicate whether an individual may have displayed a strong performance over, perhaps, many years and that this should be given some weight in the PAR.
- 3413 Feel the AWP would be more useful as an in-office document to establish agreed upon goals between supervisors and employees only.
- 4423 Perhaps it is a mistake to tie the performance appraisal cycle so closely to the promotion exercise, thereby making each PAR in effect a promotion recommendation.
- 5413 If there must be a performance appraisal for operating officers, it should stress qualities of judgment, persistence, integrity, dedication and maturity along with real achievement. I believe it is a mistake, and dangerous for an intelligence service to attempt to quantify achievement (i.e, for recruitment/intel reports). This creates subtle and not so subtle pressures which promote dishonesty, encourage, and reward careerism and ultimately corrupt the service.
- 6414 The change from the FR to the PAR was a mistake. It represents bureaucratic over-complication at its worst. It increases the mindless, purely mechanical burden on the rater and the reviewer and contributes almost nothing to an improvement in the substantive input.
- My experience with the panel was that the LOI or AWP or whatever it is called played virtually no role in the deliberations of the panel. It is fadish as one more demonstration of participatory management - the supervisor and the employee working together in tandem - but otherwise of little value.
- The EOP section seems clearly to be one of those mechanical exercises which has about as much impact on promotion panels as mention of cost effectiveness or EEO.

- 3312 Some employees don't do, and on the other side of the scale some employees are going to be rated average or whatever. If you continually rate an employee high you're going to have to promote him or give him a QSI. By rating an employee average the supervisor is clearing himself of any responsibility to the employee.
- 3313 There are thirteen criteria which must be commented on if you are a supervisor at the GS-12 level in addition to the nineteen criteria which are to be commented on as appropriate. This is difficult to do in a one page narrative especially if outstanding performance is to be commented on with adequate support.
- 3323 I feel that there should be standards set for the entire Agency instead of each directorate being separate.
- 4313 What is needed is a system which will eliminate, or at least expose or compensate for, the practice of one supervisor consistently marking higher or lower the people under him than most other supervisors around him.
- 6313 The new PAR forms are grotesque - a nuisance to fill out - gives the employee the feeling he or she is nothing but a cipher in a computer somewhere.
- 6314 I find the Advance Work Plan little if any use to me. The AWP cannot be easily applied to positions demanding "creativity" where concepts involving "how much" or "how many" are not applicable.
- 2404 I prepared a detailed list of my duties which was never used by my supervisor who sat on my AWP and PAR for months after he was reassigned.
- 2422 I don't believe my PAR is fair or accurate in that when one supervisor is away, (Operations Officer, GS-14), I, (a GS-7, Secretary) must fill in completely and take care of his business while he is gone. I am totally responsible for getting his cables out, traces done, replies to Liaison, holding meetings with his liaison contacts, etc.
- 2422 A new PAR package should be made that consists of the present PAR, and also a preprinted copy of the EOP and AWP. I think with a complete package of all three it would make it easier to get PAR's from supervisors. I often receive only the PAR and then I have to go back and get an EOP and AWP.
- 2422 The AWP is not written in advance, but is written the same day as the PAR, and is merely a repeat of the duty section on the PAR. I have yet to see one AWP that outlines priorities and goals - most read like a position description.

GS Gene C Approved For
 96 GDS
 55-6 + below = ^{10.8} 114 5.6 2029^{13.7}
 55-7 + 8 = ^{17.3} 183 x 2274^{15.4}
 55-9 + 10 = ^{13.3} 141 2284^{15.4}
 55-11 + 12 = ^{21.1} 223 7 3141^{12.2}
 55-13 - 15 = ^{31.6} 333 8 4083^{27.6}
 55-15 = ^{3.5} 37 11 422^{2.8}
 55-17 + 18 = ^{2.1} 22 41 532^{3.6}
 55-19 + 20 = ^{10.9} 109 100
 338% female

67 Foreign
 83 Domestic
 103 Field
 74
 327 received
 463 sent
 71%

Age
6/1/11

1370.000 +
2184.000 +
1736.000 +
2612.000 +
2536.000 +
1366.000 +
1210.000 +
624.000 +
217.000 +
13355.000 *
1370.000 ÷
13355.000 =
.0772 *

2124.000 +
1736.000 +
3920.000 *
3920.000 =
.2329 *

2612.000 +
2536.000 +
5148.000 *
5148.000 =
.3715 *

1566.000 +
1210.000 +
624.000 +
207.000 +
3707.000 *
3707.000 =
.2575 *

Grand
Total

2029.000 +
2274.000 +
2084.000 +
3141.000 +
4083.000 +
422.000 +
532.000 +
14765.000 *

2029.000 ÷
14765.000 =
.137 *

2274.000 =
.154 *

2084.000 =
.154 *

3141.000 =
.212 *

4083.000 =
.275 *

422.000 =
.023 *

532.000 =
.036 *

Sp
Grand
Total

114.000 ÷
1053.000 =
.109 *

143.000 =
.173 *

141.000 =
.133 *

223.000 =
.211 *

333.000 =
.316 *

37.000 =
.035 *

2.000 =
.020 *

OUTIN

GS-6 and below	165	107
GS-7 and 8	231	130
GS-9 or 10	47	35
GS 11 or 12	194	28
GS 13 thru 15	341	144
OTHER category	28	19

NOT PARTICIPANTS	38
RETIRED	5
LWOP	3
RESIGNED	4
UNKNOWN	2

11's - May
12's - Mar, June